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30 November 1979

MEMORANDUM FOR: Director of Personnel

FROM: Don I. Wortman
Deputy Director for Administration

SUBJECT: Views on the Organizational Location of
Personnel Functions

1. I am strongly opposed to the idea of splitting Personnel into a policy, planning, and monitoring shop reporting to the front office, and a recruitment, classification, and services shop reporting to me. It would build into the organization tensions that would be counter productive. The two elements would inherently be in competition plus any policy shop that gets removed from actual operations tends to get too theoretical.

2. Generally, I am a believer in keeping things out of the front office as much as possible. The mere fact that Personnel would be reporting to the DCI/DDCI would mean that a certain body of decisions which don't have to do with broad policy but do have to do with internal differences, e.g., position classification surveys, would be elevated for resolution at a higher level than they need to be. Also, the DDA has been in a position to assure teamwork on recruitment given the separate responsibilities of Security, Medical Services, and Personnel.

3. However, in this current period of CIA's history, we have a Director and Deputy Director who are giving personnel management an extremely high priority. They view this area as being of fundamental importance to the long-term strength and vitality of the institution. Given that fact, the movement of the Office of Personnel would clearly demonstrate this priority to all employees and to the external world. Internally, one should assume that not all employees will view it positively because there is still latent concern that some of the Director's ideas on personnel may be harmful to the career service concepts at CIA.